

*North Carolina
Department of Health and Human Services*

Compensation Report

2005



This Report Highlights:

- Employee Turnover
- Retention of Key Staff
- Overall Salary Data

DHHS Compensation Report

Executive Summary

Background

- This report is the second consecutive annual compensation report conducted by DHHS - Human Resources
- Over the past two years, DHHS-HR has placed an emphasis on gathering and tracking employee salary data
- As a result of this proactive approach, we have already seen the average DHHS employee salary increase from \$ 33,418 to \$34,750, a 4% increase (during a period when the legislative increase was either \$1,000 or 2.5%)
- This report provides compensation information for use in making recommendations for the future with regard to DHHS employee pay
- DHHS has a widely diverse workforce in many lines of business which requires continual tracking with the markets in which we compete for talent
- A market approach to pay requires an analysis of market conditions related to recruitment and retention of staff on a regular basis
- Career Banding, a market approach to classification and pay, will be implemented gradually within the agency over the next several years
- 23% of DHHS jobs are targeted to be “banded” by the end of 2006

Workforce Highlights

- Approximately 10% (1,661 employees) of the DHHS workforce is within 5 years of retirement
- DHHS employee total turnover averages 14% per year compared to a state average of 12%.
- Turnover is continually analyzed along with market pay data to make recommendations to the state. The following classifications received salary adjustments over the past year based on these factors:

- Physicians
- Physician Extenders
- Dentists
- Psychologists
- Speech & Language Pathologists
- Audiologists
- Occupational Therapists
- Physical Therapists
- Medical Laboratory Technologists
- Therapeutic Recreation Specialists
- HVAC Mechanics
- EMS Medical Services

Economic Outlook

- Economic conditions in North Carolina are improving considerably over 2004.
- North Carolina unemployment levels fall below the national average.
- Inflation (CPI) is expected to measure 2.8% by the end of 2005 which is lower than the 3.2% seen at the end of 2004.
- Market survey data indicates that employers will be implementing on average a 3.7 % salary increase for 2005

Salary Data

- Total payroll for DHHS is \$597,961,395
- 1.8% or \$10,517,865 was spent on employee increases in 2004
- DHHS received approximately two million dollars from the governor's salary adjustment fund in 2004 and early 2005 for low wage earners and other identified needs.
- Last year's legislative increases were \$1,000 for employees below \$40,000 and 2.5% for those above.
- DHHS average salaries are up by 4% compared to last year

- Market salary data indicates the following jobs to be vulnerable with regard to pay and will undergo a thorough market analysis in 2005:
 - Cytotechnologists
 - Facility Survey Consultants
 - Nurses
 - Social Workers
 - Pharmacists
 - Public Health Disease Control Specialists
 - PT/OT Assistant
 - X-Ray Technician

Human Resources Commitment

- The Division of Human Resources is committed to collecting and analyzing important information (i.e. market data, exit interview data) to proactively address human resource issues so that services in the agency do not suffer.
- To expand data resources and help in tracking information, the Division of Human Resources has done the following:
 - Participated in and purchased salary surveys
 - Participated in the OSP compensation library of salary surveys
 - Implemented a web-based exit interview program
 - Implemented a new applicant tracking system.

This information, combined with market analysis and turnover, will assist HR professionals in advising management and OSP on recommended salary actions.

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Introduction & Background

Purpose

The purpose of this report is to convey trends, key findings, and salary data derived from surveys and reports to determine if the salaries of DHHS employees are competitive in the labor market - both public and private. Each year the Office of State Personnel (OSP) produces a report entitled "State of North Carolina Compensation & Benefits Report" which provides a summary of how the state's pay structures and benefits compare to those in the public and private sector. This report provides more specific labor market data for classifications used within DHHS.

History

In the early 1990's, the State of North Carolina developed and implemented a Comprehensive Compensation System (CCS) to ensure a systematic approach for employees to move through the salary range for their particular job classification to avoid pay stagnation. Such programs as Cost of Living Adjustments (COLA), Career Growth Recognition Awards (OGRA), and Performance Bonuses were the primary tools used to award pay increases to staff.

Prior to last year, the state had not granted any increases to the state classification salary structure since 2001, nor had it provided base salary increases to state employees. That three year trend caused an erosion of the state's salary structures, employee pay, and the state's ability to attract quality applicants. In addition, the cost of health care benefits increased which actually has resulted in a negative gain for state employees with family health care coverage. All of these factors have contributed to difficulties in recruiting and retaining employees in many categories, but especially those in critical health care job categories such as nurses, Pharmacists, Medical Laboratory Technologists and Speech & Language Pathologists.

Career Banding – a new approach

The Office of State Personnel is in the early implementation stages of a Career Banding program which will change the way classification and pay are determined for state employees. The Career Banding program collapses the number of classifications currently used into fewer, more generic titles. Pay ranges will be much broader and employees will move through the pay ranges based on the acquisition of job-related competencies (knowledge, skills and behaviors). Pay bands and market pay ranges will be determined based on the average market rate. This new approach will place more emphasis on tracking the market in which we compete for talent. The career banding

program has established 10 job families where similar jobs are grouped together. These job families are:

- Administrative & Managerial
- Information Technology
- Law Enforcement & Public Safety
- Human Services
- Information & Education
- Medical & Health
- Institutional Services
- Operations & Skilled Trades
- Engineering & Architecture
- Natural Resources & Scientific

DHHS will implement Career Banding in two of these families in 2005 - Law Enforcement and Information Technology. In 2006, the Institutional Services job family will be implemented in DHHS, along with the Office Support portion of the Administrative & Managerial job family. This means that by the end of 2006, 23% of DHHS jobs are targeted to be “banded”. For more information on the Career Banding Project, see the DHHS-HR web site at <http://www.dhhs.state.nc.us/humanresources/banding/>

HR Commitment

Due to the factors highlighted above, DHHS-HR has taken a more proactive approach to compensation by consciously examining which classifications are currently vulnerable in the market with regard to the state’s pay program deficiencies. A list of benchmark jobs was created in 2004 to target key classifications where deficiencies in the market cause significant difficulties in the recruitment and retention of employees. By closely examining the market position of pay programs and trends, recommendations can be made by DHHS-HR to the Office of State Personnel to increase the rates of these critical classifications, even before Career Banding is fully implemented.

The market position for these key benchmark classifications is included in the salary data section of this report. Other report components include DHHS workforce highlights, the state’s economic outlook, salary data and HR’s future commitment regarding workforce availability and compensation.

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DHHS Workforce Highlights

Workforce Demographics

The Department of Health and Human Services employs 16,394 permanent full time employees which represents approximately 19% of the state's overall workforce of 85,814. DHHS is the second largest agency in state government, with the Department of Corrections being the largest. The charts on the following pages show the breakdown of DHHS employees by position type, race & sex, age, state service, salary and education. All charts exclude employees in the following categories: leave without pay (LWOP), temporaries, retirees, and students. These charts are effective December 31, 2004 from PMIS data.

The data is summarized below:

- The DHHS workforce is 57% White, 40% Black and less than 1% Hispanic, Asian and Indian
- The DHHS workforce is 72% female and 28% male
- 65% of the DHHS workforce is over the age of 40, with an overall average age of 44 years
- The average employee has approximately 11 years of service
- Approximately 1,661 employees (10%) are within five years of retirement (based on 30 year retirement)
- The average salary of the DHHS employee is \$34,750, **up 4% from last year**
- The average salary grade is 63
- 37% of the workforce possess a bachelor's degree or higher

Department of Health & Human Services
Employees by Age
as of 12/31/04

Age Range	Employee Count	Percentage
Less than 21	68	0.41
21-30	1922	11.58
31-40	3787	22.82
41-50	5566	33.54
51-60	4584	27.62
61 & Up	669	4.03
Total	16596	
Average Age	44	

(Permanent Full Time Employees Only)

Department of Health & Human Services
Employees by Total State Service
as of 12/31/04

Service Months	Male	Female	Total	Percent
Less than 24 months	881	2346	3227	19.44
24-59 (2-4 years)	463	1495	1958	11.8
60-119 (5-9 years)	1021	2680	3701	22.3
120-179 (10-14 years)	763	1786	2549	15.36
180-239 (15-19 years)	588	1388	1976	11.91
240-299 (20-24 years)	415	1109	1524	9.18
300-359 (25-29 years)	350	929	1279	7.71
360 and over (30 years)	130	252	382	2.3
Overall Total	4611	11985	16596	

(Permanent Full Time Employees Only)

Average Months of Service	
Males:	138 (11 yrs & 6 mths)
Females:	133 (11 yrs & 1 mths)
Total:	134 (11 yrs & 2 mths)

Department of Health & Human Services
Employees by Education Level
as of 12/31/04

Education Level	Male	Female	Total Employees	Percentage
Less than 9 th Grade	32	28	60	0.36
Less than High School	215	343	558	3.36
High School	1796	4213	6009	36.21
High School + 1 year	249	887	1136	6.85
High School + 2 years	194	485	679	4.09
High School + 3 years	100	269	369	2.22
Associate Degree	293	1285	1578	9.51
Bachelor's Degree	953	2786	3739	22.53
Master's Degree	550	1502	2052	12.36
PhD	82	83	165	0.99
Dentist	13	7	20	0.12
Medical Doctor	117	65	182	1.1
Lawyer	3	12	15	0.09
Other	14	20	34	0.2
Overall Total	4611	11985	16596	

(Permanent Full Time Employees Only)

Department of Health & Human Services
Employees by Race and Sex
as of 12/31/04

Race	Male	Female	Total	Percent
White	2643	6867	9510	57.32
Black	1833	4875	6708	40.43
Hispanic	53	66	119	0.72
Asian	61	109	170	1.02
Indian	19	66	85	0.51
Total	4609	11983	16592	

(SPA Full-Time Employees Only)

Department of Health & Human Services
Employees by Grade
as of 12/31/04

Grade Range	Male	Female	Total Employees	Percentage
Flat Rate	105	366	471	2.84
Banded and Trainee	147	169	316	1.9
Grades 50-54	392	715	1107	6.67
Grades 55-59	1443	4267	5710	34.41
Grades 60-64	863	1763	2626	15.82
Grades 65-69	516	1589	2105	12.68
Grades 70-74	701	2516	3217	19.38
Grades 75-79	305	460	765	4.61
Grades 80 & Above	139	140	279	1.68
Overall Total	4611	11985	16596	

(Permanent Full Time Employees Only)

Department of Health & Human Services
Employees by Appointment Type
as of 12/31/04

Appt Type	Full-Time	Part-Time	Total	Percent
Permanent	14547	393	14940	87.47
Probationary	1763	79	1842	10.78
Time-Limited	104	9	113	0.66
Time-Lmtd Prob	0	0	0	0.0
Exempt	4	0	4	0.02
Trainee	178	3	181	1.06
Total	16596	484	17080	

Department of Health & Human Services
Employees by Salary
as of 12/31/04

Salary	Male	Female	Total	Percent
\$1 -\$20,000	266	491	757	4.56
\$20,001 -\$30,000	2120	5556	7676	46.25
\$30,001 -\$40,000	845	2577	3422	20.62
\$40,001 -\$50,000	574	1987	2561	15.43
\$50,001 -\$60,000	326	884	1210	7.29
\$60,001 -\$70,000	174	268	442	2.66
\$70,001 -\$80,000	113	88	201	1.21
\$80,001 -\$90,000	46	57	103	0.62
\$90,001 -\$100,000	27	15	42	0.25
\$100,001 -\$110,000	18	12	30	0.18
\$110,001 -\$120,000	15	4	19	0.11
\$120,001 & Higher	87	46	133	0.8
Overall Total	4611	11985	16596	
Average Salaries	\$36,994	\$33,886	\$34,750	

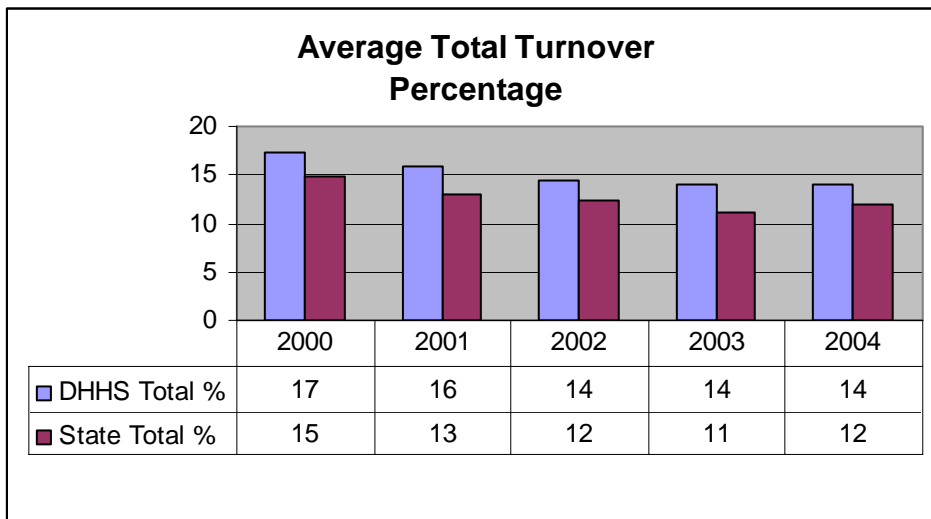
(Permanent Full Time Employees Only)

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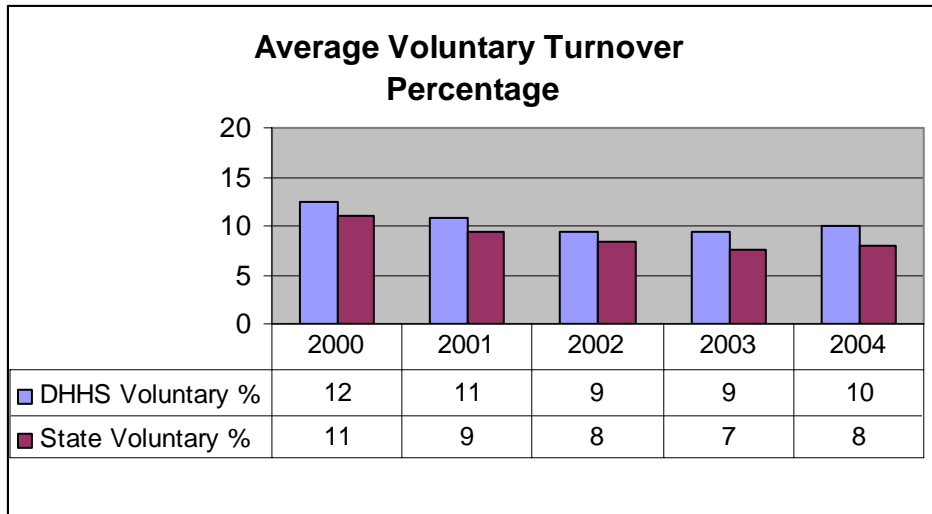
DHHS Workforce Highlights

Turnover Analysis

Turnover is tracked in a variety of ways and when supplemented with market pay data and actual recruitment scenarios, it can yield an overall picture of what a classification may be experiencing relative to the market. Analyzing turnover, both voluntary and involuntary, within a classification is a useful tool and can be an indicator of potential internal or external issues. Involuntary turnover occurs when employees vacate their position due to retirement, termination, etc. Voluntary turnover occurs when an employee chooses to leave state government altogether, usually to accept a position in the private sector, or for personal reasons. Turnover can sometimes indicate market problems, especially when a large number of staff in a particular job classification separate at an unusually high rate. The turnover chart below shows a four year history of the overall DHHS total turnover rate as compared to the state total turnover rate.



This data shows the DHHS total turnover rate to be holding steady at 14%, the same as in 2002 and 2003. DHHS turnover is 2 percentage points higher than the state average. The state average saw an increase of 1%. These figures include employee separations for all categories (retirement, terminations, etc.)



The voluntary (employees leaving state government willingly) turnover figures shown above indicate a slight increase of 1% over the past two years for both DHHS and the state overall, at 10% and 8% respectively.

When higher than average turnover rates begin to appear in a particular classification, other relevant data is also examined to determine what steps need to occur to reduce the turnover and stabilize that particular employee group. For example, each quarter a “25/12” report is produced which shows turnover figures for classifications with more than 25 employees with a voluntary turnover rate of 12% or more. Further steps are taken to prioritize the list and begin collecting additional data in order to address the situation. Some of the classifications which have appeared on this list in the past year are shown below along with the actions steps taken to reduce this figure and address the situation.

CLASSIFICATION	# EMP	VOLUNTARY TURNOVER RATE IN 2004	ACTION TAKEN IN 2004
Speech & Language Pathologists/Audiologists	63	30%	2 Pay grade range revision
Dentists	8	25%	1 Pay grade range revision
Physicians	53	30%	1 Pay grade range revision
Physician Extenders	13	23%	1 Pay grade range revision
Occupational Therapists	39	21%	1 Pay grade range revision
Physical Therapists	7	57%	1 Pay grade range revision
Therapeutic Recreation Specialists	37	14%	1 Pay grade range revision
Medical Laboratory Technologists	31	26%	1 Pay grade range revision
Psychologists	94	16%	1 Pay grade range revision

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Economic Outlook

The North Carolina economy brightened considerably in 2004. According to the *NC State Economist*, personal income increased at about the same rate as 2003, but consumer spending and employment improved significantly. While some indicators appear strong, the North Carolina economy still has some turmoil highlighted by the continuing decline in manufacturing employment in the state, especially in sectors such as textiles, apparel, tobacco and furniture.

Jobs are increasing in the “knowledge” fields, like education and health, professional and technical, finance and management, and overall, the state’s economic performance is expected to improve in 2005. Statewide, the number of jobs will increase and unemployment will fall; however, jobs in the manufacturing sector will continue to decline.

At the end of 2004, the national unemployment rate stood at 5.4% and is projected to fall to 5.2% by the end of 2005. The North Carolina unemployment rate at the end of 2004 stood at 4.8%, and is projected to be at 4.5% at the end of 2005. Both figures fall below the national average.

The Consumer Price Index (CPI) measures changes in the cost of goods and services, otherwise known as inflation. By the end of 2004, the CPI rate stood at 3.2%. The forecast for 2005 is 2.8%, but much depends on the price of energy, especially oil and gasoline.

Each year several sources produce national salary surveys used to estimate employee pay raises for the following year. These salary projections can give an overall picture of how salary structures will move each year. Several of these sources are cited below.

SOURCE	PROJECTED INCREASE FOR 2005
Hay (ASHHRA)	4.0
WorldatWork (ACA)	3.7
Mercer, Inc.	3.5
Hewitt	3.5
Average	3.7

Overall, U.S. workers can expect a 3.7% pay raise in 2005 – the second straight year of increased rates for employees after a three year decline, according to the Wall Street Journal’s CareerJournal.com. The 2005 expected increase is slightly higher than the

3.6% average raise in 2004. Average salary increases bottomed out at a five year low of 3.4% in 2003. Many experts comment that we are in the early stages of an upswing with regard to pay increases.

While the figures noted above indicate that North Carolina's economy is on the rise, and pay increases to staff appear to be rising slightly, the state may only provide a 2% increase to employees. For many occupations, that amount will place DHHS salaries even further behind the market.

History of Legislative Increases for NC State Employees 1992 - 2004

Year	Cost-of-Living Increase	Career Growth Increase	Bonus Increase
1992	\$522	0	0
1993	2%	0	1% bonus
1994	4%	0	1% bonus
1995	2%	0	0
1996	2.5%	2%	0
1997	2%	2%	0
1998	1%	2%	1% performance bonus
1999	1%	2%	\$125 performance bonus
2000	2.2%	2%	\$500 bonus
2001	\$625	0	0
2002	0	0	10 days leave
2003	0	0	\$500 bonus plus 10 days leave
2004	2.5% for salaries over \$40K; 0r \$1,000/yr for salaries under 40K	0	0

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Salary Data

The following section summarizes salary dollars spent within the agency and outlines how DHHS employee pay compares to the market in which it competes, whether at the local, state or national level.

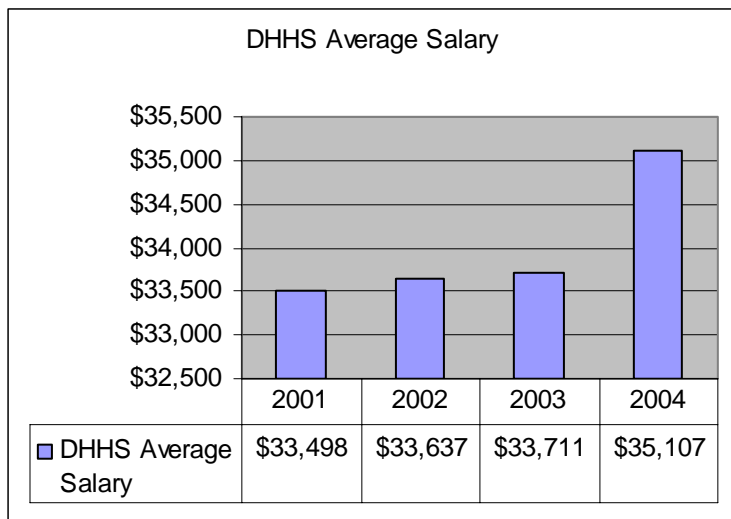
Each year, DHHS spends millions of dollars on employee salary actions. The total payroll for DHHS for 2004 was approximately \$598,000,000. The chart below shows how much money was spent in DHHS over the past three years by type of salary action.

Type of Action	2002	2003	2004
Promotions	\$2,013,611	\$3,099,991	\$3,413,846
Promo Increase after Effective Date	\$54,931	\$309,040	\$90,239
Range Revision – Employee	\$34,047	\$3,703	\$256,449
Range Revision Increase after Effective Date	\$85,173	\$1,743	\$37,817
Reallocation Up-Employee	\$699,492	\$1,398,863	\$1,311,596
Reallocation Increase	\$2,931,971	\$51,285	\$970,524
Special Entry Rate Incr.	\$450,637	\$264,510	\$1,551,615
In-Range Adjustments	\$242,601	\$1,129,531	\$2,380,637
Sal Adjustment – Retention	\$22,858	\$41,556	\$59,123
Sal Adjustment – Trainee	\$159,707	\$90,402	\$170,724
Sal Adjustment – Other	\$75,072	\$114,619	\$275,295
Totals	\$6,770,100	\$6,505,243	\$10,517,865

Source: PMIS

This data indicates that DHHS spent approximately 1.8% of its total payroll on salary actions in 2004, a .8% increase over last year. The fact that this number has actually increased for the first time in three years is indicative of the market focus this agency has taken, and also because of salary increases provided by the governor's Salary Adjustment Fund. In 2004, DHHS received an allotment of money to provide salary increases to the lowest paid workers below the family poverty level (\$18, 312), and to provide increases to staff with balances from past actions, but where funds did not exist to pay those increases. Likewise in early 2005, DHHS received one million dollars from the fund to provide salary increases to staff in our most vulnerable health care areas.

Because of the emphasis on a more competitive approach to pay, and the money provided by the salary adjustment fund, the average salary in DHHS increased by 4% over last year. The chart below shows a four year history of the average salary in DHHS.



Benchmark Jobs

The chart in Appendix A lists those jobs within DHHS that have been identified as a “benchmark”. Benchmark jobs are those which are easily tracked in the market based on the standard nature of the job, jobs which are heavily populated within DHHS, and those that are market sensitive.

The intent of the compensation program within DHHS – HR is to constantly track the market for these benchmark jobs in order to avoid loss of staff due to market conditions. Paying employees a competitive wage can improve retention. According to the Department of Labor, employee turnover cost equals one third of the employee’s salary; therefore losing staff to other employers is costly to the agency. Implementing retention strategies (i.e. employee recognition, non-monetary rewards) should be a major focus for managers and a smart, cost effective goal for the agency. Many retention surveys list salary as a lower priority for staff, behind other factors such as relationship with supervisor and lack of challenge in the work. Building strong communication between the supervisor and employee can go a long way in retaining employees within the agency.

Market salary data is collected from a variety of sources and then analyzed to compare the average salaries of DHHS employees to the average salaries of employees in a particular market region. The salary surveys were combined to produce an average market rate which has then been compared to DHHS salaries. The benchmark list which follows represents approximately 50% of the total DHHS employee population.

Each job classification listed shows the number of staff, and other relevant market factors for that classification.

By analyzing this information, the compensation section can consult with management on salary priorities for the coming year. If a particular classification is experiencing high turnover, difficulties recruiting, and a significant variance in pay relative to the market, that classification can be targeted for a detailed market analysis. That specific market analysis can yield a recommendation for pay increases to staff using a variety of methods. Various tools such as Special Entry Rates, In-Range Salary Adjustments, and Geographic Differentials can provide short term relief for these types of problems, and a more long term approach (Range Revision) can be recommended to the Office of State Personnel.

Based on the analysis of information contained on the following chart, the following benchmark jobs have been identified for further market analysis in 2005:

- Cytotechnologists
- Facility Survey Consultants
- Nurses
- Social Workers
- Pharmacists
- Public Health Disease Control Specialists
- PT/OT Assistant
- X-Ray Technician

The Human Resources office will continue to work closely with management on identifying which jobs will be reviewed.

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Future Commitments

Based on the information contained in this report, the Office of Human Resources commits to the following:

Recruitment & Retention of Staff

- Continue to track local economic conditions that may impact recruitment and retention of staff
- Consult with management on how to improve recruitment/retention in health care areas where severe staffing shortages exist
- Design and implement agency-wide recruitment strategies to address present and future staffing shortages in critical health care jobs
- Implement improved recruitment tracking systems to gather recruitment and retention information
- Analyze how the DHHS benefits package can be used to attract candidates
- Encourage the use of exit interviews to assist in understanding employee turnover

Compensation

- Invest more resources for purchasing salary surveys to assist in tracking labor market salary data
- Continue to gather and analyze market data to determine which job classifications are vulnerable in the market
- Continue to make recommendations to the Office of State Personnel in cases where DHHS is experiencing difficulty with retention of staff due to compensation
- Analyze the impact of special salary increase programs to determine their affect on turnover

Appendix A

Benchmark Job	Schematic	Salary Grade	No. of Employees	Average Salary	Average Market	Labor Market Pay Gap	Vol TO Rate 12/04	Vacancy Rate12/04
Accountant II	00702	75	66	\$ 49,873	\$ 44,174	11%	3%	12%
Administrative Secretary III	00429	62	23	\$ 32,525	\$ 39,228	-21%	0%	0%
Applications Programmer II	02214	74	16	\$ 49,349	\$ 55,766	-13%	19%	6%
Audiologist	05106	73	13	\$ 45,332	\$ 52,800	-16%	0%	0%
Child Day Care Program Specialist	04020	70	130	\$ 36,117	*		3%	3%
Child Support Agent II	04087	65	174	\$ 29,311	\$ 28,840	2%	16%	9%
Clinical Dietitian I	05254	68	36	\$ 39,750	\$ 44,300	-11%	24%	14%
Clinical Pharmacist	04928	82	44	\$ 81,899	\$ 85,170	-4%	10%	14%
Clinical Social Worker	04164	72	111	\$ 44,811	\$ 45,500	-2%	13%	8%
Cook II	06804	55	86	\$ 21,972	\$ 22,400	-2%	13%	10%
Cytotechnologist I	04630	70	12	\$ 41,112	\$ 53,200	-29%	13%	7%
Dental Assistant	04849	59	15	\$ 29,219	\$ 25,438	13%	7%	0%
Dental Hygienist I	04874	70	54	\$ 45,911	\$ 47,762	-4%	2%	2%
Dentist II	04952	87	3	\$ 104,942	\$ 140,233	-34%	0%	0%
Developmental Disabilities Specialist	04044	66	2	\$ 34,849	*		28%	0%
Disability Determination Specialist I	00271	67	151	\$ 34,714	\$ 32,384	7%	30%	26%
Facility Architect II	08748	77	8	\$ 63,471	\$ 54,261	15%	0%	0%
Facility Survey Consultant I	05691	72	161	\$ 55,795	*		18%	9%
Food Service Assistant II	06832	52	269	\$ 21,125	\$ 18,650	12%	5%	6%
Forensic Health Tech I	05410	60	74	\$ 25,646	\$ 21,762	15%	12%	10%
Health Care Technician I	05391	58	3,559	\$ 22,317	\$ 21,313	4%	12%	6%
Housekeeper	06622	50	466	\$ 19,883	\$ 20,208	-2%	5%	4%
Infection Control Nurse	05004	70	3	\$ 48,777	\$ 57,500	-18%	0%	33%
Licensed Practical Nurse	34921	64-T	295	\$ 33,864	\$ 31,234	8%	16%	11%
Maintenance Mechanic III	07304	62	65	\$ 30,269	\$ 31,850	-5%	2%	7%
Medical Laboratory Technician I	04685	62	5	\$ 26,822	\$ 32,926	-23%	0%	0%
Medical Laboratory Technologist I	04675	68	32	\$ 33,647	\$ 41,937	-25%	28%	6%
Mental Retardation Habilitation Coordinator	04073	70	114	\$ 38,992	\$ 41,643	-7%	13%	7%
Nurse B	34899	72-T	472	\$ 47,007	\$ 49,308	-5%	26%	25%
Nurse (RN) Lead	34898	71-T	245	\$ 45,152	\$ 48,216	-7%	7%	7%
Occupational Therapist I	05193	75	40	\$ 50,601	\$ 53,236	-5%	22%	19%
Occupational Therapy Assistant II	05192	67	19	\$ 37,168	\$ 37,650	-1%	0%	11%
Office Assistant IV	00404	59	346	\$ 27,365	\$ 29,374	-7%	8%	9%
Personnel Analyst I	01821	70	13	\$ 45,376	\$ 40,335	11%	8%	1%
Pharmacist	04920	80	4	\$ 76,210	\$ 78,147	-3%	0%	0%
Pharmacy Technician	04829	60	41	\$ 27,564	\$ 24,813	10%	3%	0%
Physical Therapist II	05184	77	25	\$ 59,346	\$ 57,350	3%	0%	0%
Physical Therapy Assistant I	05181	64	7	\$ 33,320	\$ 38,450	-15%	14%	18%
Physician Extender II	04890	79	24	\$ 65,365	\$ 67,300	-3%	5%	15%
Physician III – A	04906	NG	62	\$ 130,467	\$ 144,099	-10%	11%	5%
Physician III – B	04907	NG	63	\$ 140,998	\$ 162,968	-16%	30%	18%
Police Officer I	06040	63	28	\$ 32,409	\$ 34,344	-6%	8%	0%
Public Health Disease Control Spec I	05627	65	25	\$ 30,340	\$ 33,519	-10%	28%	16%
Public Health Physician II	04936	NG	6	\$ 102,822	\$ 116,382	-13%	0%	17%
Public Health Program Consultant I	01632	68	32	\$ 39,689	*		24%	18%
Rehabilitation Counselor I	04117	68	158	\$ 34,208	\$ 36,523	-7%	18%	8%
Rehab Engineer	08536	73	22	\$ 47,689	\$ 45,759	4%	5%	9%
Rehabilitation Therapist	05163	63	122	\$ 29,004	\$ 31,042	-7%	10%	7%
Rehabilitation Therapy Technician	05153	58	64	\$ 23,728	\$ 22,570	5%	3%	7%
Security Officer I	06030	60	5	\$ 28,060	\$ 23,133	18%	50%	0%
Senior Psychologist I	04555	78	45	\$ 65,053	\$ 65,225	0%	7%	8%
Social Services Program Consultant II	04036	70	55	\$ 40,224	*		7%	7%
Social Worker II	04012	66	42	\$ 33,220	\$ 35,348	-6%	3%	5%
Speech and Language Pathologist I	05103	73	56	\$ 48,455	\$ 53,332	-10%	30%	20%
Staff Psychologist II	04553	73	101	\$ 47,153	\$ 54,565	-16%	16%	12%
Substance Abuse Counselor II	04058	66	18	\$ 34,544	\$ 34,065	1%	16%	22%
Therapeutic Recreation Specialist I	05156	68	37	\$ 31,339	\$ 30,790	2%	14%	9%
Vehicle Operator I	07102	53	24	\$ 21,879	\$ 19,652	10%	6%	4%
X-Ray Technician II	04672	65	14	\$ 35,807	\$ 42,400	-18%	8%	0%
Youth Program Assistant I	33628	61-T	119	\$ 25,506	\$ 22,792	11%	12%	10%
			8,321					
* Insufficient market data								